

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 2, 2017/2018

### BAC2694 – MANAGEMENT CONSULTANCY

(All sections / Groups)

14 MARCH 2018

9.00a.m – 12.00p.m

(3 Hours)

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#### INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 2 pages with 4 Questions only.
2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

**QUESTION 1**

- a) Consultant known as an independent professional advisory service assisting managers and organizations to achieve organizational purposes and objectives. They help in solving management and business problems, identifying and seizing new opportunities, enhancing learning and implementing changes. In your opinion, why hiring consultant is crucial in many situations.  
(3 marks)
- b) There are some dilemmas in the nature of management consulting to understand how it is reflected in evolving consulting concepts and practices. Discuss FIVE (5) evolving concepts of management consulting.  
(10 marks)
- c) Identify SIX (6) categories of clients and its relationship within a client system of management consulting.  
(12 marks)

**Total: 25 marks****QUESTION 2**

- a) The owner of BMF Company, a small high-technology firm asked for a private consultant to examine ways in improving efficiency and morale behaviour in their firm. The owner was thinking of conducting an interview with the divisional managers and a sample of other employees in finding out what they thought, hence the problems could be fixed. Would you conduct an interview as the owner suggested, or would you approach the problem in a different techniques? Discuss.  
(10 marks)
- b) AliBaba Company is planning to change its old machinery system with a purpose to improve the production capacity. How to introduce the new machinery system to AliBaba Company by using SEVEN (7) tactical guidelines.  
(7 marks)
- c) Why diagnosis is crucial in consulting process? State SEVEN (7) common mistakes made by consultant in defining problems.  
(8 marks)

**Total: 25 marks****Continued...**

**QUESTION 3**

- a) Elaborate THREE (3) price strategies normally used by new consultants. (9 marks)
- b) State FOUR (4) career development in consulting profession. (6 marks)
- c) Describe THREE (3) training methods applicable for new consultants. (10 marks)

**Total: 25 marks****QUESTION 4**

While consulting your client, Zaza Sdn Bhd a small manufacturer of cupcakes, you found that the company fails to maintain complete accounting records as they think there is no need to keep accounting records to expose its financial position. The factors that accounted for the failure of Zaza Sdn Bhd to keep proper records among others include: lack of knowledge in accounting; expensive to hire qualified accounting staff; exposing financial information for tax; time consuming and inability to quantify the value of proper records keeping and lack of internal control procedures. Therefore, your senior consultant is attempting to persuade the Financial Officer of the company the need to maintain proper books of accounts.

**Required:** The senior consultant has requested you to prepare a draft of proposal to the Financial Officer of the company on this matter. Please include in your proposal:

- a) TWO (2) objectives of consulting service. (2 marks)
- b) Definition of bookkeeping. (1 mark)
- c) THREE (3) importance of record keeping. (6 marks)
- d) THREE (3) impacts of poor record keeping. (6 marks)
- e) FOUR (4) ways to maintain proper record keeping. (8 marks)
- f) Profile of a consultant. (2 marks)

**Total: 25 marks****End of page**